Action Plan Proposal to the California Public Utilities Commission

17 January 2014

BCPC

EDC
Economic Development
COLLABORATIVE
VENTURA COUNTY

Santa Barbara
Economic Vitality Team (EVT)

EVC
ECONOMIC VITALITY CORP.

San Luis Obispo, Santa Barbara, and Ventura Counties

Broadband Consortium, Pacific Coast

ACTION PLAN

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This Action Plan is a "living document" intended to be revised as the consortium evolves.

BROADBAND CONSORTIUM, PACIFIC COAST

ACTION PLAN

I. Executive Summary

The Broadband Consortium, Pacific Coast (BCPC) is an emerging collaborative organization comprised of government, economic development, education, health, business, and other not-for-profit organizations focused on identifying and implementing measures that will best achieve the advancement and expansion of regional broadband technology across San Luis Obispo, Santa Barbara, and Ventura Counties.

Each of our several consortium partners is motivated to action by agreement that our regional economic, social, and cultural competitiveness is dependent upon an effective broadband infrastructure.

To that end, we are submitting this grant request for $150,000 in CASF Broadband Consortia Funding for each of three years, for a total of $450,000. Independent of CASF funding, over the next six months we will continue in our efforts and process to collect the information necessary to develop an inventory of resources and documents to establish an initial baseline from which the strategic planning process will occur. Once completed through CASF funding assistance, the strategic planning process will result in a map of assets and availability of broadband across the region, an evolving and more detailed plan to promote broadband adoption throughout the three counties, priorities and specific strategies and potential fund sources for closing critical gaps, and recommendations for the adoption of best practices identified locally as well as shared from the work of other consortia.

The Pacific Coast Tri-County area is connected together from north to south by historic Highway 1 and the US 101 corridor. The area is a mix of rural open space and developed communities that start at San Simeon and San Miguel in the north and extend to Thousand Oaks and Simi Valley in the South with Santa Barbara and Santa Maria nestled in between. The economies of these counties are driven by a thriving mix of technology companies, manufacturing, agriculture, tourism, and the retail-service sectors and are home to California State University Channel Islands, Cal Poly State University San Luis Obispo, and the University of California, Santa Barbara. Overall, the region is sized correctly to foster innovation and experimentation, and if successful, large enough to demonstrate best practices for adoption elsewhere across the state and country.

Strategic and financial oversight of the BCPC occurs through the discussions and decisions of a steering committee made up of representatives from both the public (local government) and private (economic development) sectors. Each county has a very large and active stakeholder group responsible for the implementation of initiatives within their respective geographical region. As the strategies unfold,

local funding mechanisms will be established and the type of opportunity and related leadership of the collaborators involved will drive how each of the respective initiatives are pursued and executed. Best practices and lessons learned will be shared across each of the three counties via the steering committee. Overall the group has three strategic objectives:

> 1) Collect data from stakeholders, map the region's current broadband assets, identify requirements and opportunities, and compile these into an accessible database.

> 2) Enable the power of broadband as a catalyst for economic vitality through an infrastructure that supports the adoption of technology solutions for the creation of new jobs.

> 3) Address and resolve issues of disproportionality and increase access to broadband among underserved and low-income communities.

While limits to available funding are now commonplace, the establishment of the BCPC provides the opportunity for realizing economies of scale in sharing knowledge and leveraging scarce resources. The newly formed consortium, which spans San Luis Obispo, Santa Barbara, and Ventura Counties, has six collaborating organizations providing leadership and an even larger support network committed to work together in order to develop an integrated approach of shared interests and priorities. The opportunity of the advancement of broadband is an important one and studies around the benefits of collective impact[1] demonstrate that the organizational structure formed here will be an effective and innovative partnership for developing common solutions to other issues as well.

OVERVIEW

Regional Consortium Representation and Endorsements
- The BCPC has the support of local government, school districts, county libraries, universities, not-for-profits, tourism groups, large and small businesses, among others.
- Formal letters of support are provided.

Regional Consortium's Members/Experience
- The organizations leading the consortium are a cross-sector collaborative with a leadership team experienced in enabling industry clusters and issue advocacy.
- The collaborators have experienced successes in building multi-party collaborative undertakings and achieving broadband adoption, access, and deployment along the highway 101 corridor. This proposal seeks the opportunity to leverage and accelerate new investments based on prior successes.
- The leadership team has experience managing large-scale projects and the development of integrated efforts across diverse communities.

Action Plan/ Work Plan/Budget
- The project plan is focused on creating the opportunity to seek and highly leverage the contributions of the participants.
- The measures of success focus on outcomes and results.

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[1] John Kania & Mark Kramer, Collective Impact, Stanford Social Innovation Review, Winter 2011

II. Vision Statement

The geography, demographics, and regional economies of the Tri-County region of San Luis Obispo, Santa Barbara, and Ventura Counties are diverse and disparate. Similarly, the range and requirements for broadband are as well. In 2011, observations regarding the benefits of Collective Impact noted that large-scale social change requires broad cross-sector coordination, yet the social sector still tends to remain focused on the isolated intervention of individual organizations. The role of the BCPC is to overcome this obstacle. The vision of the organization seeks to establish:

A region where broadband connections occur without limitations

So much of achieving this vision occurs in the planning stages where the mission, objectives, and goals are concerned, the BCPC mission being:

Deliver broadband solutions to empower residents
and foster economic vitality

The BCPC framework for strategic action will occur across all three counties using a standard process and be coordinated by the Tri-County Steering Group. The process involves acting locally while sharing globally. The specific strategy was established by the steering group and provides an agenda from which progress can be focused and measured. The three objectives involved focus on execution of the strategic planning process, economic development, and social empowerment, respectively. A discussion of the purpose and a description of each of these objectives follows.

1) Collect data from stakeholders, map the region's current broadband assets, identify requirements and opportunities, and compile these into an accessible database.

This objective addresses the work to be accomplished in designing and developing the structure, metrics, data collection, and prioritization processes from which the BCPC will establish a working foundation. Simply stated, data will be collected the first six months of 2014 and will serve as the "As-Is" or current, existing baseline for the strategic planning process. Upon award of the planning grant, the conversation with stakeholders will transition from identifying and collecting information regarding existing assets to assessing needs and requirements.

2) Enable the power of broadband as a catalyst for economic vitality through an infrastructure that supports the adoption of technology solutions for the creation of new jobs.

This is an economic development component of the BCPC work plan. The focus of this objective will involve developing an understanding of existing and desired infrastructure, as well as defining the action required to accelerate adoption to enhance economic opportunity including the delivery of education and healthcare. Current broadband

capabilities tend to focus along the highway 101 corridor. The strategies involved are anticipated to enhance and expand capacity beyond this narrow deployment.

3) Address and resolve issues of disproportionality and increase access to broadband among underserved and low-income communities.

This objective places a focus on investment in the social equity and identifying/ addressing issues in the underserved areas of the three counties. In partnership with local government, local Workforce Investment Boards, education, libraries, and not-for-profits, the BCPC will sponsor analyses and workshops in order to promote and develop new connectivity and online capabilities.

While the organization has adopted the mission, vision, and objectives described above, the real work will occur through the planning process funded by this grant and described in the sections to follow. The process involved rests on the collaborative strength of "Collective Impact" model and corresponding organization, the best practices of other consortia, and the specific strategies that will be developed in the months to come.

III. Background

The BCPC is a newly formed consortium. On June 6, 2013, a letter was transmitted to the California Public Utilities Commission by the Economic Development Collaborative of Ventura County and the Economic Vitality Corporation of San Luis Obispo County requesting the set-aside of funds on behalf of this emerging consortium. Since then, a number of Santa Barbara county participants have also joined the group, a number of meetings have occurred, and the collection of information regarding infrastructure and assets is beginning.

Stakeholder Collaboration

The BCPC consists of nearly 200 diverse public, private, and not-for-profit stakeholders. Of particular interest in the formation of the organization was the complete participation of political representative and local government entities. Also, participation of telecom and broadband providers, schools, technology-based businesses and a number of not-for-profit service providers were sought. The formation of the BCPC is really nothing new for our region, rather it is the consolidation of a number of stakeholders that have been investing in broadband for a number of years in order to share information, lessons learned, and accelerate adoption. Examples of previous projects and work in process follow.

San Luis Obispo County

In June of 2012, the County of San Luis Obispo (SLO) drafted a strategic plan that aligns the county's optical fiber infrastructure and the county's data network with the county-wide Information Technology Strategic Plan. The strategic plan offers a means to utilize the unique fiber optic resources available to the county and thus address the county's and

General Services Agency's missions. This document presents the actions needed to expand and evolve the county's optical fiber infrastructure over the next several years to benefit all county departments. As of 2012, most of the populous county work sites are connected using fiber optics. However, there are 38 remote sites throughout the county that are still using copper telephone wire or the internet for data communications. This strategic plan offers a means to utilize the county's existing fiber optic resources to extend fiber optics to 15 of these 38 remote sites and lists these sites in order of priority for construction. This document has three parts: 1) Optical fiber available for use by the county, 2) Remote county sites readily eligible for fiber connectivity, and 3) Proposed optical fiber projects and estimated costs.
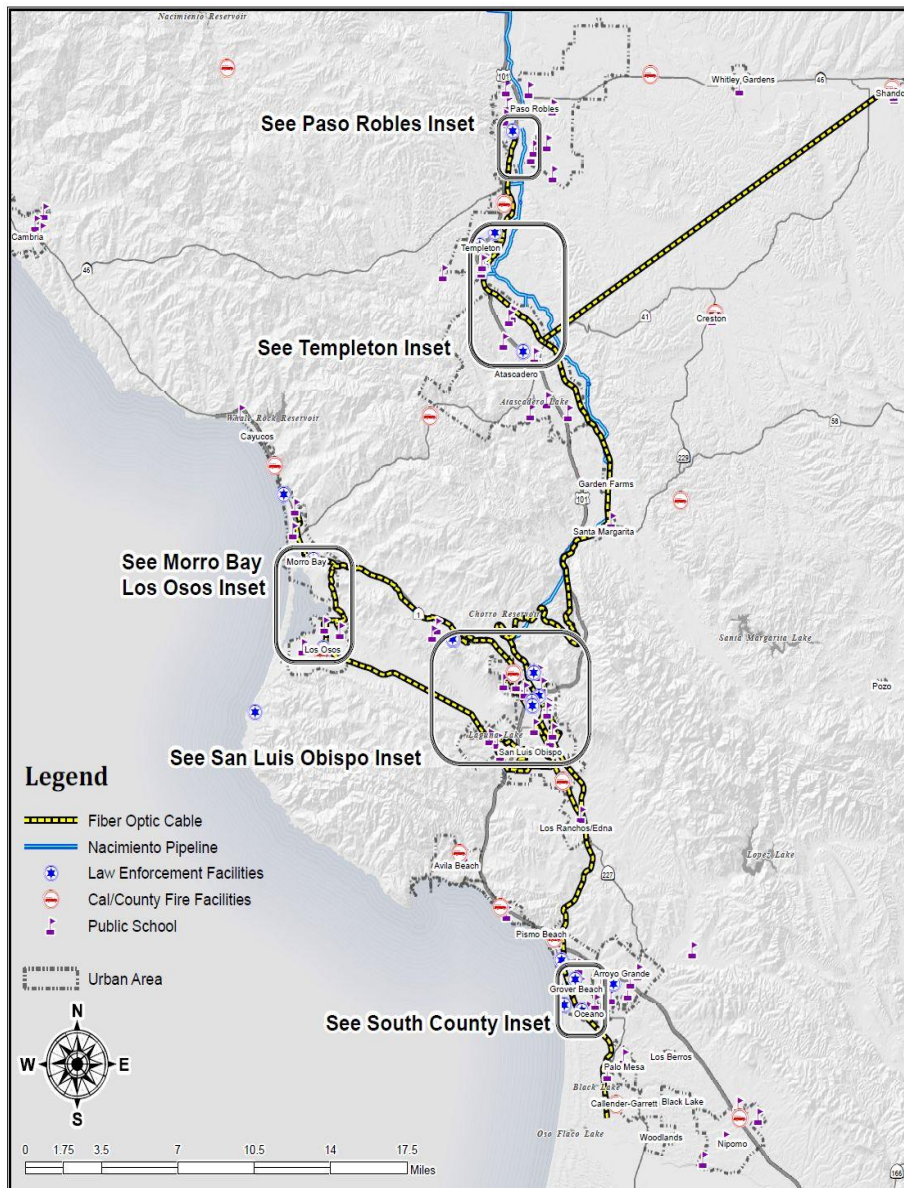
San Luis Obispo County Fiber Map (Example)

Early in fiscal year 2011-2012, the SLO Board of Supervisors identified ten high-priority General Plan and related programs to be pursued during the current fiscal year in addition to other already authorized activities. Among those programs was the continued collaboration of the Economic Vitality Corporation of San Luis Obispo County ("EVC"), a non-profit economic development organization, in the development and execution of a countywide economic strategy and companion updates to the county's Economic Element of the General Plan. Established in 1994, the EVC is the only countywide economic development organization designated by the business community and local government. Its Board of Directors includes elected officials from the county's seven cities, two members of the San Luis Obispo County Board of Supervisors and the remaining members representing the private sector employers of every industry cluster in the county.

The countywide economic strategy was prepared through a collaboration of public, nonprofit, and private stakeholders with the non-profit EVC as the lead agency. The economic strategy project identified six business clusters that represent 90 percent of regional job growth since 1995. Through a series of work sessions and input from 125 business leaders, a list emerged which identified the most promising opportunities as well as the leading inhibitors to business. Citizens, business leaders, and County employees are working to implement the strategy to build prosperity and job growth throughout SLO county. Their efforts are focused on six business clusters identified as:

- Building, Design & Construction
- Green Energy
- Health Services
- Knowledge & Innovation
- Specialized Manufacturing
- Uniquely SLO County

The vision for the Knowledge & Innovation Cluster is to achieve recognition of SLO county's cradle of innovation and technology infrastructure which offers a superior set of resources available to encourage, grow, and sustain each business with a competitive advantage. The cluster core objectives are to:

- Endorse fiber optic connectivity throughout SLO County
- Complete the broadband identification portion of the project and organize cluster companies with community partners to take action
- Foster collaboration with Cal Poly State University and Cuesta College to hold job fairs for local companies
- Explore innovation test bed possibilities with a specific project towards health information exchange with the Health Services cluster
- Increase regional awareness of the knowledge and innovation companies and their hiring needs

The focus on these core objectives is driven by the fact that San Luis Obispo County has emerging information and technology industries which are some of the greatest contributors of new head of household jobs in the county. Many of the establishments are international service providers which rely heavily upon high speed broadband to remain competitive. The potential to grow this industry is directly impacted by the available fiber optic infrastructure.

SLO county is home to great numbers of trans Pacific fiber optic communication undersea cable landings. As a result, one of the seven cities in the county, the City of Grover Beach has developed into a major telecommunications hub in the state with direct fiber access to Asian markets. Through an innovative approach to municipal broadband and public-private partnerships, the City has attracted new and existing high-tech businesses. The industrial and commercial areas are occupied with successful green technology businesses that are taking advantage of the infrastructure provided by the municipal network. Businesses and residents of Grover Beach have the potential of becoming one of the fastest broadband connections in the region.

Finally, in 2003, the City of San Luis Obispo approached Cal Poly for assistance while planning the conduit for fiber installation throughout the City in order to connect their facilities (24 strands). This infrastructure provided access to key points of presence to several long-haul fiber optic telecommunications carriers, the City of San Luis Obispo, as well as the City/County Library. With access to these sites, Cal Poly could become a carrier-neutral fiber optic hub providing opportunities for high-speed connections to the statewide educational network infrastructure build out, managed by the Corporation for Educational Network Initiatives in California (CENIC). The City of San Luis Obispo and Cal Poly entered into a MOU. In return for access to the conduit, Cal Poly, in partnership with the Cal State University, CENIC, and Cal Poly Foundation funded the installation of the fiber and granted the City 24 of the 168 fiber strands to be installed.

Santa Barbara County

Santa Barbara County's Economic Development efforts have recently been buoyed by the creation of the first countywide economic development organization in Santa Barbara County, the Santa Barbara County Economic Vitality Team (EVT). The EVT, which will be housed at the Santa Barbara Region Chamber of Commerce, will be run through a partnership of all seven Chambers in the county (Santa Maria Valley, Lompoc Valley, Buellton, Solvang, Goleta Valley, Santa Barbara Region, and Carpinteria Valley). Participation in the BCPC is one of the initial strategic programs being undertaken by the EVT.

The EVT was formed to serve as Santa Barbara economic development organization. Like the Economic Development Collaborative Ventura County (which runs the Small Business Development Centers in Santa Barbara County) and the Economic Vitality Corporation of San Luis Obispo County, the Santa Barbara County EVT will provide the first private economic development organization seeking to grow jobs and investment across the region.

The EVT will engage in many different activities and projects and will also be involved in the following activities:

- Create, approve, and oversee implementation of a regional economic development strategy for Santa Barbara County to include marketing outreach, in-market business support, and entrepreneur support.
- Screen applicants for new economic development funding from the County and provide assessment to the Board of Supervisors.
- Coordinate leads developed at local, state, and national levels amongst all communities in the county.
- Develop relationships with surrounding EDCs and EVTs in order to address broader infrastructure issues (i.e., telecommunications, energy, transportation, etc.)

In terms of Broadband connection, LompocNet is a City-owned Wireless Broadband service, operated and maintained by the Broadband and Electric Divisions of the Utilities Department. LompocNet offers affordable internet service to its utility customers and visitors from around the globe. LompocNet is a 802.11g Wi-Fi Mesh network with over 200 Access Points, or radio transmitters, placed on City-owned streetlights throughout the city. The City has also integrated the latest generation of customer premise equipment, or CPE, to improve the customer experience. In January 2009, the Wi-Fi system was utilized to begin a transition to read the city's water and electric meters.

Ventura County

The County of Ventura has been a strong advocate for broadband development for almost a decade. Toward that end, the County has embarked on several initiatives to support broadband development within our region. One such initiative is the drive to establish a "dig once" policy in support of building out fiber optic connectivity throughout the county. Local municipalities when faced with planning and financing water mains, sewers, and storm drains, benefit by "mixing" broadband with water installations and other public works. Whenever the ground is dug up, or whenever a water tower is upgraded (add wireless towers for both private and public use, including for public safety communications), "dig once" principles help reduce the cost of government and helps businesses produce more cheaply in a competitive world. This serves as an accelerator for broadband deployment. In addition, the County has task forces with private business to streamline the building and permitting processes to facilitate more rapid expansion of broadband infrastructure, and the build-out of a fiber network in the City of Ventura through a partnership with the local cable franchise, the City of Ventura, and the Ventura County Office of Education.

The County of Ventura's support of broadband is integral to the achievement of its strategic plan and the vision of delivering services in the most simple and seamless manner. Specifically, in the focus towards good government and financial stability, goals have been established to a peak performing organization that consistently demonstrate effective use of available resources to provide the highest possible service and public

communications and to invest in initiatives and tools to effectively and efficiently utilize, manage, optimize and protect County workforce, resources and assets. In its strategic focus on the workforce, the County seeks to empower employees at every level to provide services with maximum effectiveness and efficiency and develop employees to become leaders who promote ethics, innovation, service, accountability, and peak performance. Support and advocacy of broadband deployment and adoption are inherent in these goals. Similar interests lie in leadership's desire to provide infrastructure, public facilities, and associated services that effectively serve and protect the community, environment, and economic well-being, and the desire to champion cost-effective energy reduction measures through independent efforts as well as through regional initiatives and private/public partnerships. Just as important however, are the implications of broadband to the County's delivery of healthcare services and the desire to maintain high performing public safety services.

One unique aspect to Ventura County is the Civic Alliance, a unique regional collaborative of civic leaders representing a balanced mix of economic, environmental, and social equity perspectives. Their mission is to work together to promote a healthy and sustainable future for Ventura County. The Alliance offers a unifying force for regional thinking and a unique approach to civic engagement that captures the energies of the "3E's" of a sustainable community - Economic vitality, Environmental health, and social Equity. For the implementation of broadband, we have the benefit of initial metrics developed by the Alliance to serve as a foundation from which improvement can be measured.

Importance of our project

As communicated in the June 6 letter to the CPUC from the Economic Vitality organizations of San Luis Obispo and Ventura, "The economic competiveness in our region may only be secured by supporting and accelerating the growth of our high-tech, research development, and communication sectors, all of which are increasingly dependent on connectivity to the global economy. We benefit from high-tech job generators through UC Santa Barbara, Cal Poly San Luis Obispo, and Ventura County's tech corridor and our proximity to Los Angeles, though are disadvantaged for mid-price job and career growth owing to our high cost of housing and living. What sustains our region are innovators in the technology sector creating high wage jobs. These firms are particularly dependent upon a robust broadband infrastructure." The importance of the proposed effort is best described by the words of those many public and private organizations who have written letters in support of the project.

> *"Our DSL connection is often slow and inconsistent to the point where we have experienced hours and days during which we are unable to service our clients." (Batterson Graphics)*

> *"We have heavy usage when researching and planning events. Our needs have been increasing over the past year due to our growth (we've added 5 employees and will add more in 2014). Our bandwidth is already not enough for our needs." (Releve' Unlimited)*

"We are being competitively challenged and held back in our business plans and growth by the lack of direct and easy access to sufficient broadband infrastructure, capability, and performance – that is cost competitive and meets at least the barest minimum of industry and business standards." (Microwave Monolithics Incorporated)

"As a provider of services to low-income families, Community Action is well aware that broadband access is becoming critical to the success of children in school and for parents seeking employment." (Community Action of Ventura County)

"We desperately need higher symmetrical speeds as soon as possible. As far as I am concerned we're already behind the curve." (Ventura Ventures Technology Center)

"Our need to be on the cutting edge, so that we are able to serve the community, our tourism clientele and meeting planning needs within the 4000 rooms and 20,000+ square feet of meeting space-we must have broadband support to be viable in our county." (Ventura County Lodging Association)

"We are a winery that desperately needs high speed broad band to do business in the new economy." (Sarloos and Sons)

"We are seeing growing demand for on-demand modeling services and interactive BIM model-hosting services. In order to host such subscription services in San Luis Obispo, CA, we need the most capacious bandwidth available." (FormFonts, Inc.)

"All of these solutions are inadequate broadband solutions. In fact, I take my computer and mobile devices with me on business trips to perform software updates – since I get faster connection in hotel rooms than I do from home. In today's environment, the lack of broadband from rural Morro Bay limits my workflow, performance, and effectiveness with health care executives and physicians." (Halley Consulting Group)

"Ojai's relatively isolated location and traffic restrictions make the need for broadband access even more critical for local business to survive and thrive. This need will only increase over time as Ojai continues to seek businesses that are eco-friendly and tech-savvy." (City of Ojai)

"I cannot stress enough how important internet access is for our community members and the Library's ability to provide this service. Better connection speeds will be an incredible benefit to the entire community." (Lompoc Library)

Grant Experience

What is unique about the BCPC is the nature of multi-county partnering that will be occurring. The work performed by the consortium will occur through the collaboration

of the economic development organizations in each of these counties as they act as conveners seeking to facilitate engagement between the community, private industry, and local government to achieve regional solutions. The organizations involved have both extensive and recognized track records executing such grants. As it relates to the performance of this grant, the Economic Development Collaborative – Ventura County (EDC-VC) will serve as a fiscal agent and oversee work accomplished.

Established in 1996, the EDC-VC is a regional, non-profit, public/private partnership. The organization's Board of Directors includes elected officials from the county's ten cities, two members of the Ventura County Board of Supervisors, along with private sector employers and industry leaders. The EDC-VC has continuously and successfully provided community and economic development services throughout Ventura County expanding into Santa Barbara County in 2010. In current and prior contracts with grantors, public and private, they have met all performance measures. Such measures include job creation and retention; increased business access to capital; business loan program delivery, and repayment/default rates, etc.

As a convener and organizer of regional economic development strategy, the EDC-VC hosts a monthly Economic Development Managers Roundtable, which includes the economic development professionals from each of the cities and county. The roundtable focuses on the sharing of best practices, the development of regional strategy, and the review and evaluation of outcomes of our economic development investments. The EDC-VC also serves as the Ventura County Film Commission, mediating and coordinating the interactions between the larger film industry and local communities, all for the purpose of promoting and expanding the industry in a manner which creates sustainable economic investment and jobs.

The EDC-VC hosts the Small Business Development Center (SBDC) for Ventura and Santa Barbara Counties. They are part of a nationwide SBDC program that partners with federal and private entities to provide small business owners access to management consulting, entrepreneurial education, and other valuable business resources. They deploy a corps of some 30 professional consultants, available to business at no cost, providing expertise in fields ranging from finance, management/operations, marketing and sales, strategic planning, and legal and human resources. The overall program is specifically outcome oriented. They provided services to 518 firms in 2012 and assisted in creating 410 jobs. Firms served had an increase in sales of more than $26 million, 226 percent of goal, and through the assistance of the EDC-VC these firms accessed $19.5 million in new capital.

EDC-VC offers loan programs dedicated to helping businesses access the capital essential to success. They specialize in providing below-market financing for existing and new businesses that may not qualify for conventional loans. Loans may be considered for the financing of fixed assets, working capital, leasehold improvements, and debt restructuring. Loans may range from $5,000 to $250,000. Their primary objective in lending is job creation. Led by a full time professional loan officer and supported by a loan board of bank and finance experts, they serve both as a direct lender

and as a facilitator of business access to commercial credit and other alternative sources of finance. They manage a total loan pool of more than $10 million, creating 779 sustainable jobs, for an average of $12,837 per job created, far exceeding our standard of one job per $25,000 loaned.

EDC-VC partners with the California Employment Training Panel, Workforce Investment Board of Ventura County, the Ventura County Community College District and others to provide businesses access to training resources. Their objectives are to improve worker productivity, business operational efficiency, and regional economic competitiveness in a world that increasingly values workforce skills and innovation. While not exclusive, they concentrate their training services to manufacturers, focusing on enhancing operational efficiencies and implementing lean operations so businesses are more productive and competitive. In 2012 they made over $275,000 available for employed worker training.

IV. Organizational Structure

Strategic and financial oversight of the Tri-County Broadband Initiative will occur through the discussions and decisions of a steering committee comprised of representatives from both the public (local government) and private (economic development and business) sectors. With that said, each county has large and active stakeholder groups forming which will be responsible for the implementation of initiatives within their respective county jurisdictions. The figure below is an illustration of associated roles and relationships. While much of the planning occurs at the local level, work products, project management, and the development of reports will be standardized, consolidated, and monitored by the steering committee.
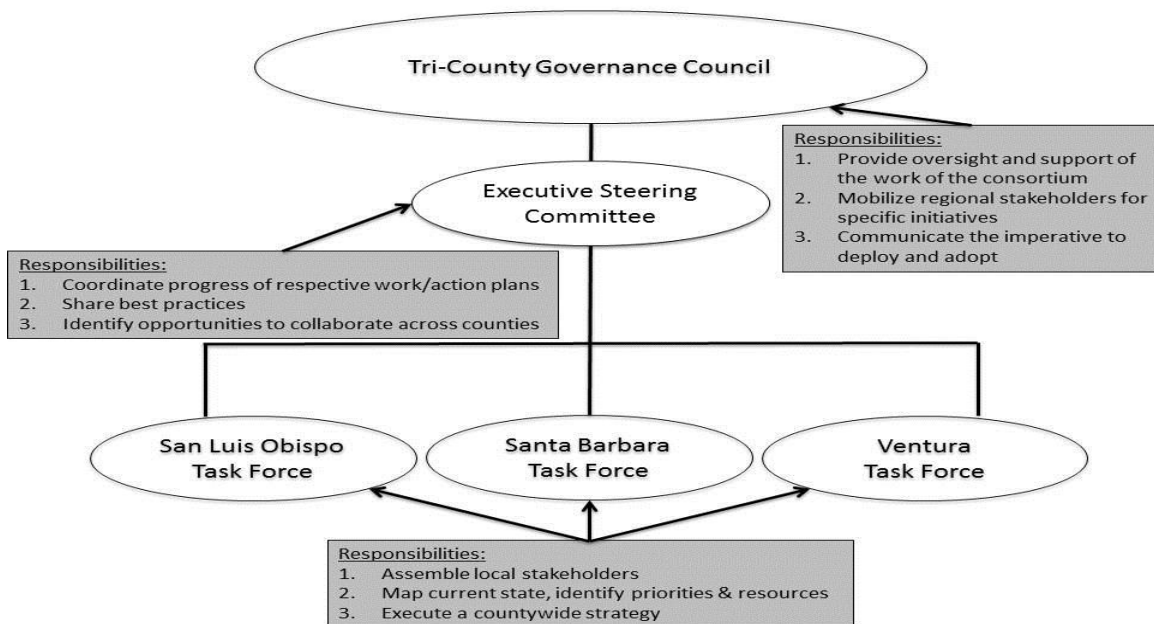
Tri-County Broadband Organization Description.

The evolution of the consortia is expected to occur through four phases.

Phase 1 (Formation) – This phase involves the initial outreach to stakeholder participants in all three counties. The goal of this phase is to develop and submit a proposal on behalf of the three counties for a portion of the $965,000 available from the Public Utilities Commission to fund new consortia activities. This phase is expected to be complete in January 2014.

Phase 2 (Data Collection) – This phase focuses on collecting the information required to develop a current state map. Queries to stakeholders will occur and the development of a database of existing and planned infrastructure will be sought. This phase is expected to be complete in June 2014.

Phase 3 (Strategy Development) – This is an ongoing process that begins with the analysis of the current state, Phase 2 findings, to identify gaps. Gaps, however, will eventually be characterized as both known and potential, based on the development of a desired future state. As part of Phase 3 and the initial gaps identified, collaborative funding will be sought. Over the three years anticipated to perform Phase 3, the collaborative funding requests are expected to transition from reactionary to a more strategic and forward-looking as the priority gaps become closed and foreseen deficiencies are addressed.

Phase 4 (Strategy Execution) – Phase 4 activities represent the outcomes of the Phase 3 planning and collaboration, and while it is anticipated to commence some months into Phase 3, it will often occur concurrently with some of Phase 3's strategy development efforts. This final phase is the operation of a broadband consortia (advocacy, planning, & coordination) established to continuously seek public and private funds in order to establish and upgrade the infrastructure. The consortium achieves the growth of broad band infrastructure by building on the successes of the earlier phases and a positive feedback cycle is begun
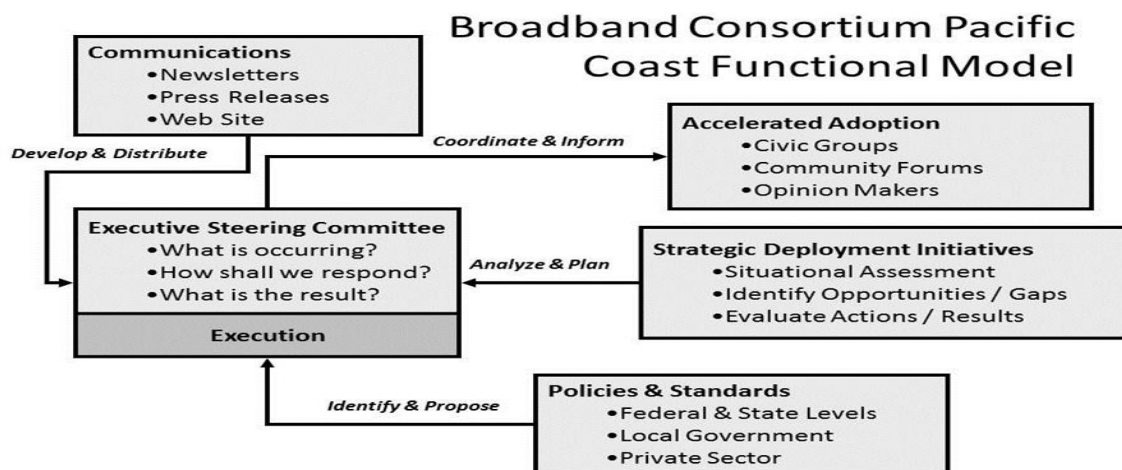
Executing broadband strategy & communications across three counties

Functionally speaking, the consortium accomplishes four primary tasks in the following areas. The administration and financial oversight of the consortium occurs in a collaborative manner by the BCPC Executive Steering Committee which is comprised of three public and three business sector representatives. This group is responsible for the convening of each County Task Force and the securing of financial resources to support the completion of Phase 1 and the documentation of each County's Task Force.

V. Activities

The consortium has been established through initial investments from the California Emerging Technology Fund, the County of Ventura, and others. Governance occurs through a group of three representatives from each county who meet quarterly and provide oversight to the work of the executive steering committee. The work performed is unique to each county where planning occurs via a task force, with two of its members serving on the executive steering committee. The executive steering committee meets monthly to discuss their respective plan of work, share lessons learned, and discuss emerging opportunities to collaborate between their respective tasks for activities.

With the completion of Phase 1 this month, Phase 2 activities begin and will focus on completing the formation of the consortium and preparation for Phases 3 and 4, execution of the strategic planning process and establishing processes for focused problem solving and response to priority issues and opportunities. Specific Phase 2 activities include:

- The convening of the first governance board meeting
- Continuing meetings of the executive steering committee (i)
- Kickoff meetings for each regional task force (ii)
- Initial collection of data to map regional assets
- Prioritization and identification of funding sources for specific areas of interest (iii)

Activities will occur in an integrated fashion using a shared technology infrastructure. Communication tools such as videoconferencing will be commonplace, as the consortium seeks to seamlessly demonstrate the efficacy of such enablers for collaboration. The identification, securing, and use of partnership funding and in-kind contributions to highly leverage the grant funding will be a priority throughout the execution of the grant and eventually provide the momentum for the long-term sustainability of the organization. A description of the four task areas follows.

- Strategic Deployment initiatives involve the collection of information from county stakeholders, performance of surveys and forums (iv), and collection of feedback concerning issues and opportunities for broadband expansion and adoption. The outcomes of these tasks are an initial baseline, database of existing infrastructure, and three unique plans of action for each county. Opportunities to accelerate broadband expansion (v) and adoption will be sought throughout the planning and strategy process by working with stakeholders to identify and pursue "quick wins" and "low hanging fruit" within the first year of the grant.

- <u>Accelerated Adoption</u> strategies will be developed and be stakeholder driven. An initial focus will involve the survey of existing programs offered by both public and private participants in the three areas (vi). The goal is to compliment, not compete with existing efforts, and address any gaps that may exist. With stakeholder support and contributions, joint outreach and adoption strategies will be developed and implemented.
- <u>Communications</u> tasking encompasses the project management, consortium business oversight, and the external messaging for the organization. Maintaining contact with collaborative participants, providing status, and consistently communicating the organization's purpose and progress in all three counties is the overall goal (vii). An emphasis will be made to provide standard internal business processes to not only link and align the efforts for the steering committee, but enable the sharing of information and best practices.
- <u>Policies & Standards</u> involve the conversations, research, analysis, and strategies to identify obstacles and accelerate approval of broadband deployment projects (viii). Best practices from existing consortia provide a wealth of opportunity for the BCPC. Programs like Ventura County's "dig once" initiative provide opportunities for early breakthroughs and success.(ix)

The EDC-VC will serve as the fiscal agent for the tri-county BCPC planning grant. This grant will provide consultant support for the consortium and related task forces and support collaborative communications and status reporting of work in process. The strategies developed by each task force will operate under the EDC-VC for Ventura County, the EVC for San Luis Obispo County, and the emerging Santa Barbara Economic Vitality Team, a consortium created by the region's Chambers of Commerce. Additional detail is provided in the Plan of Work, an Appendix which follows.

Our Broadband Deployment Approach

i. Conduct open information briefings for stakeholders and providers about CASF.

ii. Identify and convene interested parties to discuss options and facilitate the thorough preparation and submission of infrastructure applications and to explore opportunities for coordinating use of community resources to achieve the most cost-effective proposals where most needed.

iii. Recommend prioritization of broadband infrastructure projects.

iv. Solicit local community participation in the form of broadband access and adoption workshops open to the public and used to define infrastructure needs and areas of accountability.

v. Facilitate open party meetings to encourage area-specific proposals and to promote cooperation with public-private entities in application preparation.

vi. Provide regional data and information to all interested applicants.

vii. Review and comment on applications submitted to CASF from the region in the course of assessment of the infrastructure grant projects.

viii. Identify opportunities and top priorities for application of broadband infrastructure and deployment through research, analyses, and recommendations on cost-effective projects within their regions.

ix. Work with public agencies and private-sector industry clusters (and prospective customers) to facilitate interaction between them and CASF applicants.

VI. Investment Strategy

Goldsmith and Eggers describe the benefits of adopting and governing by a network organization model[2] and as principles, are integral to BCPC collaboration. Among the benefits is the opportunity to take advantage of specialization, innovation, speed and flexibility, and increased reach in the collaboration that occurs. These functional outcomes are critical to realizing the opportunity to measure and maximize investments in the following areas:

Maximize investments in talent – In the knowledge-based organization, people possess the intellectual capital. Across the three counties, conversations are occurring where subject matter experts are being identified and opportunities to apply that expertise are being explored. The BCPC is designed to encourage participation and contributions as volunteers first in order to develop stakeholder participation. Based on recognizing contributions and work accomplished in one county, the steering committee serves as a mechanism to leverage that talent and investment elsewhere. To accomplish this strategic action on a consistent basis, a roster of subject matter expertise exists and serves as the first step to rapidly respond to opportunity.

Maximize investments in knowledge – A major portion of the strategy development process will focus on creating an inventory of the information and assets. This database provides a "ground zero" for the development of the action plan to follow. Not only are gaps identified and understood, but when tactical action occurs, one solution may have multiple opportunities for application. This knowledge management framework is critical in providing the BCPC stakeholders with 1) a coordination roadmap, 2) status of execution, and 3) visibility of next steps.

Maximize investments in fiscal resources – Financial resources consisting of public and private investment, grants, and other in-kind contributions are being pursued in a "patchwork quilt" type of funding model. The planning grant is critical to not only envisioning the direction, but understanding roles, responsibilities, and outcomes in every activity. It is important to note, that in the period leading up to the award of the planning grant, stakeholder investment from both the public and private sector will be "priming the pump." The value of the planning money is focused on serving as the glue behind the overall plan of action.

VII. Broadband Deployment, Access, and Adoption

To realize the vision of developing "a region where broadband connections occur without limitations," specific strategies are required to achieve deployment, access, and utilization and adoption. The focus is on increased access and implementation of fiber optic communication cable as the standard for the highest possible speeds for business and the like. Much like peeling an onion, the focusing and organizational strategies have begun and the work of developing specific initiatives will be commencing this year. The

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[2] Governing by Network: The new shape of the public sector, Stephen Goldsmith & William D. Eggers, 2004.

near-term focus is the accumulation of information and identification of issues and opportunities for the consortium to use as a baseline for the current state and development of next steps. In consideration of the earlier functional map, the following illustration brings to focus the outcomes anticipated.

Broadband Consortium Pacific Coast Planned Outcomes

Communications
- Quarterly Newsletters
- Website/Press Releases
- Meetings/Strategy Documentation

Develop & Distribute

Coordinate & Inform

Accelerated Adoption
- County Forums
- Collaborative Communication Programs
- Adoption Metrics

Executive Steering Committee
- Monthly Updates
- Lessons Learned
- Collaborative Opportunities

Analyze & Plan

Strategic Deployment Initiatives
- Existing Database Infrastructure
- Tri-County Priorities & Plans
- Adoption Initiatives

Execution

Identify & Propose

Policies & Standards
- Local Strategy Integration
- Federal Funding Sources
- Process Advocacy

A Results-Oriented Plan of Action

To achieve broadband deployment (assist in broadband infrastructure projects), the BCPC will develop a heat map that identifies priorities and pain points in service. Impact and risk statements will assist in accelerating a response. This graphic will assist stakeholders in their deployment-related discussions in visualizing and understanding areas of opportunity. Conversations related to policies and standards will assist in removing barriers and accelerating deployment (i). Finally, stakeholder collaboration in numerous funding opportunities identified below will serve as a catalyst to identifying projects (ii).

- Federal Communications Commission (FCC)
    - Connect America Fund (CAF)
    - Federal Mobility Fund
    - Universal Service High Cost Program
    - Universal Service Schools and Libraries Program
    - Universal Service Rural Health Care Pilot Program
- US Department of Agriculture (USDA)
    - Community Connect Broadband Grant Program
    - Distance Learning and Telemedicine Grants Program
- National Telecommunications & Information Administration (NTIA) Broadband Technology Opportunities Program (BTOP)
- California Public Utilities Commission Advanced Services Fund
    - Broadband Infrastructure Grant Account

- Rural and Regional Urban Consortium Account
- Broadband Infrastructure Loan Account

To achieve access (getting information out on broadband availability, services, etc.), the BCPC will coordinate among stakeholders conversations related to responding to gaps and increasing capability. Specific initiatives will be developed to focus on opportunities for collaborative funding from other governmental organizations. Information campaigns will be developed to various media channels (television, internet, newspaper, social, etc.) and delivered through public service announcements, community access programming, and paid programming sponsored by consortium stakeholders (iii). In addition, the consortium naturally has a number of civic leader advocates. Through meetings and planning sessions, members will identify opportunities to communicate the message and influence both general and targeted adoption (iv).

To achieve utilization/adoption (subscribing to broadband services), the BCPC will work with social, business, and economic advocacy groups to encourage residents to acquire the service and benefits (v). To increase the level of success in this undertaking, the compelling value proposition must be clearly communicated to each constituency (vi). Groups such as BCPC's educational partners and Interface, the operator of a 211 call center, represent stakeholders with an inherent interest in access to broadband by their constituencies, and as a result will be integral participants in the initiatives undertaken (vii). Priorities for this activity will focus on areas that are underserved, new deployments, and finally locations where relatively untapped capacity exists (viii).

Our Broadband Access and Adoption Approach

i. Elicit support from local governments throughout the region to establish and implement policies to promote deployment and adoption.

ii. Promote new regional projects to assess the needs for broadband technologies in the region, including critical gaps of broadband availability.

iii. Develop initiatives and public awareness, education, and outreach campaigns to stimulate the demand for broadband services.

iv. Work with grant/loan recipients to coordinate demand stimulation efforts through the CASF infrastructure grant program.

v. In urban areas, create services e.g. telehealth, online training and education, and common areas, e.g. popular neighborhood hot spots such as coffee houses, bookstores, gyms, and community centers, that spur broadband use.

vi. Provide education and training so all potential users know how to assess the technology and use it.

vii. Advance broadband adoption levels throughout the community by working with anchor institutions.

viii. Propose innovative projects to achieve the goal to increase subscribership in undersubscribed areas or targeted populations.

VIII. Budget and Expenditures

As an entrepreneurial undertaking, the development of a long-term budget occurs based on a series of value propositions and deliverables. The Phase 1 investment that has transpired to date is driven by the need to solidify the organization and mobilize Phase 2 activities. The funding for Phase 2 is driven by the need to equip the organization for Phase 3 and the execution of the planning grant. To date, Phase 1 funding has been delivered, the Phase 2 requirements definition is complete, and funding commitments are being secured.

Budget Summary

Funding	Year 1	Year 2	Year 3
Public Investment	$20,000		
Private Investment			
Consortium Grant	$150,000	$150,000	$150,000
Grant Funding			
Total	**$170,000**	**$150,000**	**$150,000**
Expenses	**Year 1**	**Year 2**	**Year 3**
Personnel	$93,000	$93,000	$93,000
Travel	$2,000	$2,000	$2,000
Equipment	$2,000	$2,000	$2,000
Training / Education	$1,000	$5,000	$5,000
Office	$1,000	$1,000	$1,000
Advertising & Promotion			
Conferences	$1,000	$5,000	$5,000
External Consultants	$68,000	$40,000	$40,000
Other	$2,000	$2,000	$2,000
Total	**$170,000**	**$150,000**	**$150,000**

The funds received and committed for Phases 1 and 2 are shown above and preliminary forecasted for Phases 2 and 3. Since the Consortium is only now being formed, the conversations are just now beginning related to opportunities for in-kind contributions and collaborative funding. Additional information related to additional public, private, and grants will become apparent over the next few months and serve to compliment the resources forecasted for this effort.

IX. Next Steps

Henton, Melville and Walesh describe the role of civic entrepreneurs in developing regional economies[3]. To that end, the authors describe four stages of Initiate, Incubate, Implement, Improve and Renew. This model applies to the opportunity that exists in the formation of the BCPC. Over the last several months, the formation of the Tri-County Consortium has begun and the BCPC has emerged. In considering organizational lifecycles, Adizes describes the point when a concept is in place and begins to increase

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[3] Grassroots Leaders for a New Economy: How civic entrepreneurs are building prosperous communities, Doug Henton, John Melville & Kimberly Walesh, 1997

momentum as the "go-go phase" where an entrepreneurial spirit drives the growth and expansion of the organization[4].

The next step for the BCPC occurs this next month with the investment of funding on the part of collaborating stakeholders for the collection of data and inventory of information and assets. This will require an element of civic entrepreneurship to emerge from each of three counties. It is a critical time, and the receipt of the planning grant will serve to cement and stabilize the culture of civic engagement that has been created.

Unique to the BCPC and its focus on community infrastructure is two things. First, to bring disparate stakeholders together for an opportunity that has broad support. Second, the emerging coalition will be uniquely positioned to serve as a catalyst for initiatives that are either directly or indirectly related to regional interests. The advantage is that the relationships have been established, the transformation to a collaborative organization as a way of proactive problem solving has occurred, and the mechanisms are in place. In other words, over the next three to five years the BCPC not only intends to have assessed and developed the strategy to implement broadband throughout the region, but move forward in responding to the opportunities afforded by the connectivity that results.

The Compelling Value Proposition

As stated at the beginning of this proposal, for BCPC a sense of urgency exists in the imperative to create this consortium. We recognize our area is one of only a few remaining areas of the state not funded to promote broadband deployment, access, and adoption. We appreciate the response to our request (EDC-VC/SLO EVC/CSUCI letters June 6, 2013) for this opportunity. Beyond that however, are the facts that are so prevalent in today's news and the letters provided by our supporters.

> *The World Economic Forum ranked the United States 35th of the 148 countries in Internet bandwidth, a measure of available capacity in a country. Other studies rank the United States anywhere from 14th to 31st in average connection speed.[5]*

The announcement for CASF Regional Grant Funding on September 26, 2013, has served as a catalyst for the creation of new possibilities for stakeholders across three disparate counties. In the last three months, initial contacts have been made between three economic development organizations and their public partners. Community members have been meeting, mobilized, and the plan is emerging. In the next 30 days, the BCPC will convene each of the three county task force groups to begin the process of collecting information for the development of our database. To bring a focus to the effort, identification of a number of near-term initiatives as quick wins and low "hanging fruit" is anticipated. What remains is the overall analysis and development of a strategy to move the team from a reactive to proactive posture.

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[4] Managing Corporate Lifecycles: Ichak Adizes, 1999
[5] New York Times, 30 December 2013, http://www.nytimes.com/2013/12/30/technology/us-struggling-to-keep-pace-in-broadband-service.html?nl=todaysheadlines&emc=edit_th_20131230

The compelling value and measure for success of this undertaking is measured in terms of increases in adoption and jobs. Further, the value and importance of this effort has the broad support of numerous diverse interests across the region. What remains, however, is the roadmap necessary to meet the challenge. Thankfully, the lessons learned, success stories, and subject matter expertise available in various consortia across the state stand ready to assist the BCPC in this undertaking. It is the role of our new consortium to take the voices of those writing letters, and with their help, move our region forward.

X. APPENDIX

Appendix A – Work Plan

CD - Collaborative Developer

IT - IT consultant

SME - Infrastructure SMEs

CA - Communications Analyst

CC - County Coordinator (3)

Key - Task and Project Responsibilities													Deliverables and Performance Metrics
CD - Collaborative Developer	■												
IT - IT Consultant	■												
SME - Infrastructure SMEs	■												
CA - Communications Analyst	■												
CC - County Coordinator	■												
	2014				**2015**				**2016**				Deliverables and Performance Metrics
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Strategy Deployment Initiatives													
Convene meeting with economic development representatives and identify stakeholder participants			■										Meeting conduct and minutes
Convene a stakeholder meeting to discuss requirement and develop a high level understanding of the information available			■										Meeting conduct and minutes
Develop a project plan that assembles the information available into a database that is accessible by participants			■										Project plan
Commence information collection & database development	■	■	■										Completed database

Task	Timeline	Deliverable
Continue work with stakeholders in the development of a strategy	(green, blue, orange, yellow bars across full period)	Draft documents/revisions
Based on the consortium vision, develop a quantifiable understanding of what exists and what is possible (near term, mid-term, and long-term)	(blue, orange, yellow)	Initial plan of action
Coordinate initial plan of action with steering committee and other task forces to compare, contrast, and seek opportunity to collaborate and/or apply lessons learned (i)	(blue, red, orange, yellow)	Meeting conduct and minutes
Draft a strategy for each county including prioritization	(blue, red, orange, yellow)	Unique strategy
Coordinate strategy among stakeholders for feedback.	(blue, red, orange, yellow)	Meeting conduct and minutes
Consolidate comments and update as required	(blue, red)	Updated document
Submit strategy for approval	(blue, red, orange)	Final Draft
Execute the strategy	(blue, red, orange bars)	Specific Initiatives
Conduct specific broadband expansion initiatives (ii)	(blue, red, orange bars)	Measurable outcomes
Policies and Standards		
Contact city and county economic development specialists (iii)	(blue, red, orange)	Meeting conduct and minutes
Meet with broadband	(blue)	Meeting

Task	Deliverable
providers and receive feedback	conduct and minutes
Conduct a survey (formal or informal) seeking to validate anecdotal feedback	Survey Results
Identify and meet with local municipal representatives	Meeting conduct and minutes
Map process including process timelines (iv)	Process map
Identify issues/obstacles	Issue write-up
Commence dialogue to identify potential solutions	Meeting conduct and minutes
Run pilot initiatives to test improvements in process flow	Process flow metrics
Document success/continue dialogue ("Rinse and Repeat")	Process map
Accelerated Adoption	
Convene a meeting of public and not for profit stakeholders to develop an initial assessment of broadband adoption and specific needs.	Meeting conduct and minutes
Develop a plan of action to collect information to validate anecdotal information and identify potential gaps	Plan of action
Provide empirical data to stakeholders illustrating need and begin to develop strategies to increase adoption (iv)	Meeting conduct and minutes
Identify measures of existing	Adoption

Task	Timeline	Deliverable
adoption levels	🔴🔴	data
Compare and contrast adoption levels to information collected related to infrastructure and assess capacity available	🔵🔵 / 🔴🔴	Adoption data assessment
Develop a plan of action with near term, mid-term, and long-term goals	🔵 / 🔴 / 🟠	Plan of action
Implement initial strategies to increase adoption	🔵 / 🔴 / 🟠	Specific strategy proposals
Deploy strategies and assess new measures	🔵🔵🔵🔵🔵🔵🔵 / 🔴🔴🔴🔴🔴🔴🔴 / 🟠🟠🟠🟠🟠🟠🟠	Adoption programs
Communications		
Establish a website	🔴 / 🟢	A website
Establish tools to enable collaboration	🔵 / 🔴 / 🟢	Collaborative tools
Prepare a newsletter	🔵🔵🔵🔵🔵🔵🔵🔵🔵🔵 / 🔴🔴🔴🔴🔴🔴🔴🔴🔴🔴	Newsletters
Conduct task force meetings as required (v)	🔵🔵🔵🔵🔵🔵🔵🔵🔵🔵 / 🔴🔴🔴🔴🔴🔴🔴🔴🔴🔴 / 🟠🟠🟠🟠🟠🟠🟠🟠🟠🟠	Meeting conduct and minutes
Conduct executive committee meetings monthly	🔵🔵🔵🔵🔵🔵🔵🔵🔵🔵 / 🔴🔴🔴🔴🔴🔴🔴🔴🔴🔴 / 🟠🟠🟠🟠🟠🟠🟠🟠🟠🟠	Meeting conduct and minutes
Conduct governance council meetings quarterly	🔵🔵🔵🔵🔵🔵🔵🔵🔵🔵 / 🔴🔴🔴🔴🔴🔴🔴🔴🔴🔴 / 🟠🟠🟠🟠🟠🟠🟠🟠🟠🟠	Meeting conduct and minutes
Prepare press releases as required	🔵🔵🔵🔵🔵🔵🔵🔵🔵🔵 / 🔴🔴🔴🔴🔴🔴🔴🔴🔴🔴 / 🟠🟠🟠🟠🟠🟠🟠🟠🟠🟠	Press releases
Conduct community forums as required (vi)	🔵🔵🔵🔵🔵🔵🔵🔵🔵🔵 / 🔴🔴🔴🔴🔴🔴🔴🔴🔴🔴 / 🟠🟠🟠🟠🟠🟠🟠🟠🟠🟠	Forums

Work Plan Activities

i.   A community development approach that focuses on the strengths and capabilities of its residents and associations in implementing Action Plan goals.

ii. Contracting with technical consultants (if applicable).

iii. Activities to assist in developing cost-effective CASF infrastructure grant applications, e.g. gathering market data and undertaking of studies to identify opportunities and priorities for application of broadband deployment, access, and adoption.

iv. Studies to identify performance metrics, looking at actual performance versus potential performance, e.g. addressing the questions of "Where are we" and "Where do we want to be".

v.   A plan and schedule for Consortium and stakeholders to meet, e.g. holding regular open meetings, roundtable discussions, and conference calls.

vi. Education, training, and outreach to promote broadband access and adoption.

Appendix B – Budget

	Activity #1 - Strategic Development	Activity #2 - Policies and Standards	Activity #3 - Accelerated Adoption	Activity #4 - Communications	TOTAL	AMOUNT FUNDED BY CASF
Requested Budget						
Fiscal Year #1						
PERSONNEL						
Collaborative Developer	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 60,000	$ 60,000
County Coordinators(3)	$ 11,000	$ 11,000	$ 11,000		$ 33,000	$ 33,000
Sub-Total	$ 26,000	$ 26,000	$ 26,000	$ 15,000	$ 93,000	$ 93,000
TRAVEL					$ -	$ -
Regional Meetings	$ 2,000				$ 2,000	$ 2,000
Sub-Total	$ 2,000	$ -	$ -	$ -	$ 2,000	$ 2,000
EQUIPMENT					$ -	$ -
Hardware				$ 1,000	$ 1,000	$ 1,000
Software				$ 1,000	$ 1,000	$ 1,000
Sub-Total	$ -	$ -	$ -	$ 2,000	$ 2,000	$ 2,000
TRAINING/EDUCATIONAL					$ -	$ -
County public broadband adoption programs			$ 1,000		$ 1,000	$ 1,000
Sub-Total	$ -	$ -	$ 1,000	$ -	$ 1,000	$ 1,000
OFFICE					$ -	$ -
Supplies				$ 1,000	$ 1,000	$ 1,000
Sub-Total	$ -	$ -	$ -	$ 1,000	$ 1,000	$ 1,000
CONFERENCES, CONVENTIONS, MEETINGS					$ -	$ -
Stakeholder briefings/workshops				$ 1,000	$ 1,000	$ 1,000
Sub-Total	$ -	$ -	$ -	$ 1,000	$ 1,000	$ 1,000
EXTERNAL CONSULTANTS					$ -	$ -
Infrastructure Subject Matter Expert	$ 15,000	$ 5,000			$ 20,000	
Communications Analyst	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 20,000	
Web/database development	$ 4,000			$ 4,000	$ 8,000	$ 8,000
Sub-Total	$ 24,000	$ 10,000	$ 5,000	$ 9,000	$ 48,000	$ 48,000
OTHER EXPENSES					$ -	$ -
Grant fiscal oversight & management				$ 2,000	$ 2,000	$ 2,000
Sub-Total	$ -	$ -	$ -	$ 2,000	$ 2,000	$ 2,000
TOTAL	$ 52,000	$ 36,000	$ 32,000	$ 30,000	$ 150,000	$ 150,000

Notes:

This consortium is emerging and little specific planning has occurred. Over the next six months the budget is anticipated to evolve based on the contributions and participation of its members. At this point,

1) Associated facilities and utilities costs will be provided as an in kind contribution.
2) Additional in-kind contributions in the form of technical analysis information and personnel are anticipated.
3) Additional in-in kind contributions in the form of advertising and marketing materials and resources are anticipated.

	Activity #1 - Strategic Development	Activity #2 - Policies and Standards	Activity #3 - Accelerated Adoption	Activity #4 - Communications	TOTAL	AMOUNT FUNDED BY CASF
PERSONNEL						
Collaborative Developer	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 60,000	$ 60,000
County Coordinators(3)	$ 11,000	$ 11,000	$ 11,000		$ 33,000	$ 33,000
Sub-Total	$ 26,000	$ 26,000	$ 26,000	$ 15,000	$ 93,000	$ 93,000
TRAVEL						
Regional Meetings	$ 2,000				$ 2,000	$ 2,000
Sub-Total	$ 2,000	$ -	$ -	$ -	$ 2,000	$ 2,000
EQUIPMENT						
Hardware				$ 1,000	$ 1,000	$ 1,000
Software				$ 1,000	$ 1,000	$ 1,000
Sub-Total	$ -	$ -	$ -	$ 2,000	$ 2,000	$ 2,000
TRAINING/EDUCATIONAL						
County public broadband adoption programs			$ 5,000		$ 5,000	$ 5,000
Sub-Total	$ -	$ -	$ 5,000	$ -	$ 5,000	$ 5,000
OFFICE						
Supplies				$ 1,000	$ 1,000	$ 1,000
Sub-Total	$ -	$ -	$ -	$ 1,000	$ 1,000	$ 1,000
CONFERENCES, CONVENTIONS, MEETINGS						
Stakeholder briefings/workshops				$ 5,000	$ 5,000	$ 5,000
Sub-Total	$ -	$ -	$ -	$ 5,000	$ 5,000	$ 5,000
EXTERNAL CONSULTANTS						
Infrastructure Subject Matter Expert	$ 12,000	$ 4,000			$ 16,000	$ 16,000
Communications Analyst	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 20,000	$ 20,000
Web/database development	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 4,000	$ 4,000
Sub-Total	$ 18,000	$ 10,000	$ 6,000	$ 6,000	$ 40,000	$ 40,000
OTHER EXPENSES						
Grant fiscal oversight & management				$ 2,000	$ 2,000	$ 2,000
Sub-Total	$ -	$ -	$ -	$ 2,000	$ 2,000	$ 2,000
TOTAL	$ 46,000	$ 36,000	$ 37,000	$ 31,000	$ 150,000	$ 150,000

Attachment B						
Requested Budget						
Fiscal Year #3						
	Activity #1 - Strategic Development	Activity #2 - Policies and Standards	Activity #3 - Accelerated Adoption	Activity #4 - Communications	TOTAL	AMOUNT FUNDED BY CASF
PERSONNEL						
Collaborative Developer	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 60,000	$ 60,000
County Coordinators(3)	$ 11,000	$ 11,000	$ 11,000		$ 33,000	$ 33,000
Sub-Total	$ 26,000	$ 26,000	$ 26,000	$ 15,000	$ 93,000	$ 93,000
TRAVEL						
Regional Meetings	$ 2,000				$ 2,000	$ 2,000
Sub-Total	$ 2,000	$ -	$ -	$ -	$ 2,000	$ 2,000
EQUIPMENT						
Hardware				$ 1,000	$ 1,000	$ 1,000
Software				$ 1,000	$ 1,000	$ 1,000
Sub-Total	$ -	$ -	$ -	$ 2,000	$ 2,000	$ 2,000
TRAINING/EDUCATIONAL						
County public broadband adoption programs			$ 5,000		$ 5,000	$ 5,000
Sub-Total	$ -	$ -	$ 5,000	$ -	$ 5,000	$ 5,000
OFFICE						
Supplies				$ 1,000	$ 1,000	$ 1,000
Sub-Total	$ -	$ -	$ -	$ 1,000	$ 1,000	$ 1,000
CONFERENCES, CONVENTIONS, MEETINGS						
Stakeholder briefings/workshops				$ 5,000	$ 5,000	$ 5,000
Sub-Total	$ -	$ -	$ -	$ 5,000	$ 5,000	$ 5,000
EXTERNAL CONSULTANTS						
Infrastructure Subject Matter Expert	$ 12,000	$ 4,000			$ 16,000	$ 16,000
Communications Analyst	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 20,000	$ 20,000
Web/database development	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 4,000	$ 4,000
Sub-Total	$ 18,000	$ 10,000	$ 6,000	$ 6,000	$ 40,000	$ 40,000
OTHER EXPENSES						
Grant fiscal oversight & management				$ 2,000	$ 2,000	$ 2,000
Sub-Total	$ -	$ -	$ -	$ 2,000	$ 2,000	$ 2,000
TOTAL	$ 46,000	$ 36,000	$ 37,000	$ 31,000	$ 150,000	$ 150,000

Appendix C – BCPC Governance
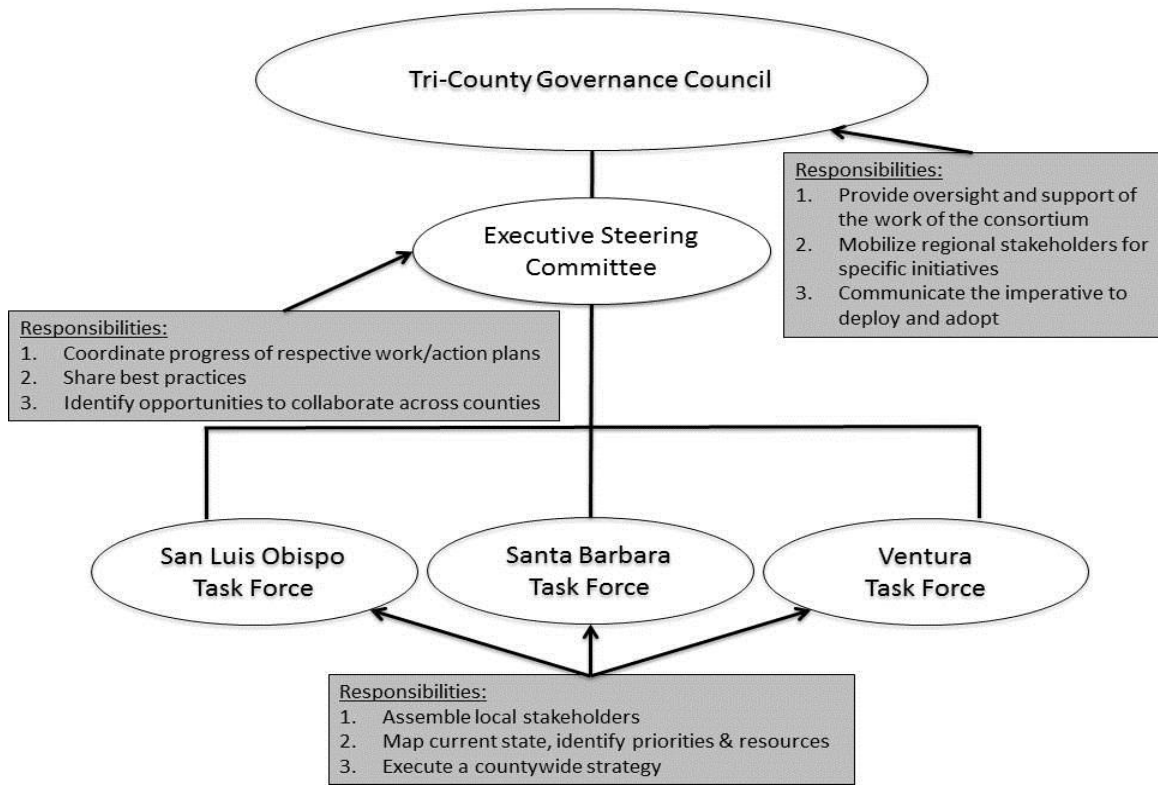
Tri County Governance Group (9)

Mike Manchak	President & CEO, Economic Vitality Corporation	San Luis Obispo County
Daniel Milei	IT Deputy Director, County of San Luis Obispo	San Luis Obispo County
Tim Williams	CEO, Digital West Networks	San Luis Obispo County
Ken Oplinger	President/CEO, SB Chamber	Santa Barbara County
Ken Ostini	President/CEO, Lompoc Chamber	Santa Barbara County
Kristen Miller	President/CEO, Goleta Valley Chamber	Santa Barbara County
Kathy Long	Supervisor, County of Ventura	Ventura County
Mike Silacci	AT&T	Ventura County
Brian Gabler	City of Simi Valley	Ventura County

Executive Steering Committee (6)

Ben Farrington,	San Luis Obispo County	San Luis Obispo County
Mike Manchak, President	SLO EVC	San Luis Obispo County
Mike Pettit, CIO	County of Ventura	Ventura County
Ken Oplinger	SB Chamber	Santa Barbara County
Jennifer Slayman	Santa Barbara County	Santa Barbara County
Bruce Stenslie, President	EDC-VC	Ventura County

San Luis Obispo Task Force

Jim Dunning	Program Mgr. (C3RP)	Cal Poly
Daniel Milei	IT Deputy Director	County of San Luis Obispo
Lee Johnson	Economic Dev. Mgr.	City of San Luis Obispo
Russ Levanway	CEO	Tektegrity
John Cascamo	Dean	Cuesta Community College
Christine Rogers	Program Manager	Economic Vitality Corporation
Kyle Wiens	CEO	IFIXIT
Tim Williams	CEO	Digital West Networks
TBD	Designate	SLO Chamber Executives
Jeff Buckingham	CEO	Blue Rooster Telecom / Softec
Dana Lilley	Supervising Planner	County of San Luis Obispo
Dr. Brian Tietje	Provost	Cal Poly

Santa Barbara Task Force

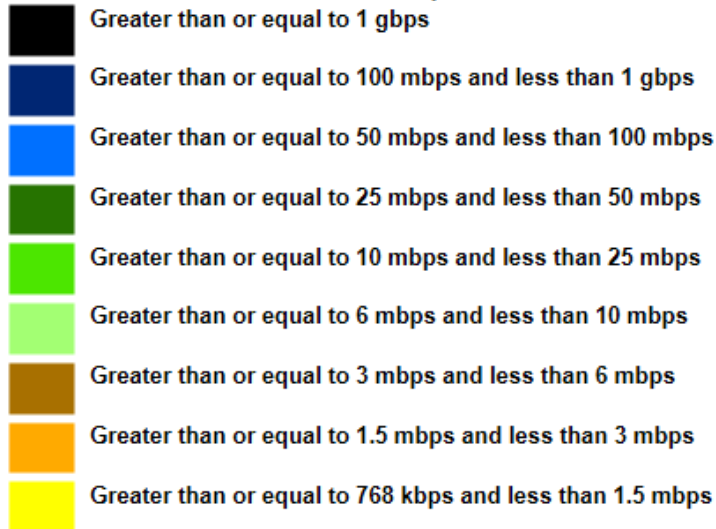| Dave Clark	President	Impulse Advanced Comm.
Ashley Costa	Council Member	City of Lompoc
Darcel Elliot	Field Rep.	Asm Williams (37th LD)
Teresa Gallavan	Int. City Admn.	City of Lompoc
Lynda Lang	President/CEO	Carpinteria Valley C/C
Bob Lingl	Council Member	City of Lompoc
John Linn	Mayor	City of Lompoc
Patrick Meyer	Owner	Valley PC Repair
Sue Moualim	Exec. Director	Solvang C/C
Leslie Neighbors	Bus. Acct. Exec.	Comcast Business
Ken Ostini	President/CEO	Lompoc Valley C/C
Steve Pepe	Chair	Lompoc Econ. Dev. Comm.
Enrique Raucho	Dist. Rep.	Senator Jackson (19th SD)

Ventura Task Force

Michael Berman	VP Technology/ Communication	Cal State Channel Islands
Joseph Briglio	Executive Director	City of Ventura / VVTC
Steve Carr	Chief Technology Officer	County Office of Education
Alan Denney	Installation Program Director	NBVC
Gil Dheming	Account Executive	TWC
Dave Fuhrmann	Associate Vice Chancellor IT	Community College District
Alan Jaeger	Director	Naval Post Graduate School
Geno Maestas	Account Executive	Charter Cable
Dixon Ortiz	Account Executive	AT&T
Erik Sternad	Executive Director	Interface 211
Jesus Torres	Director, External Affairs	Verizon

Appendix D – Description of Geographic Region
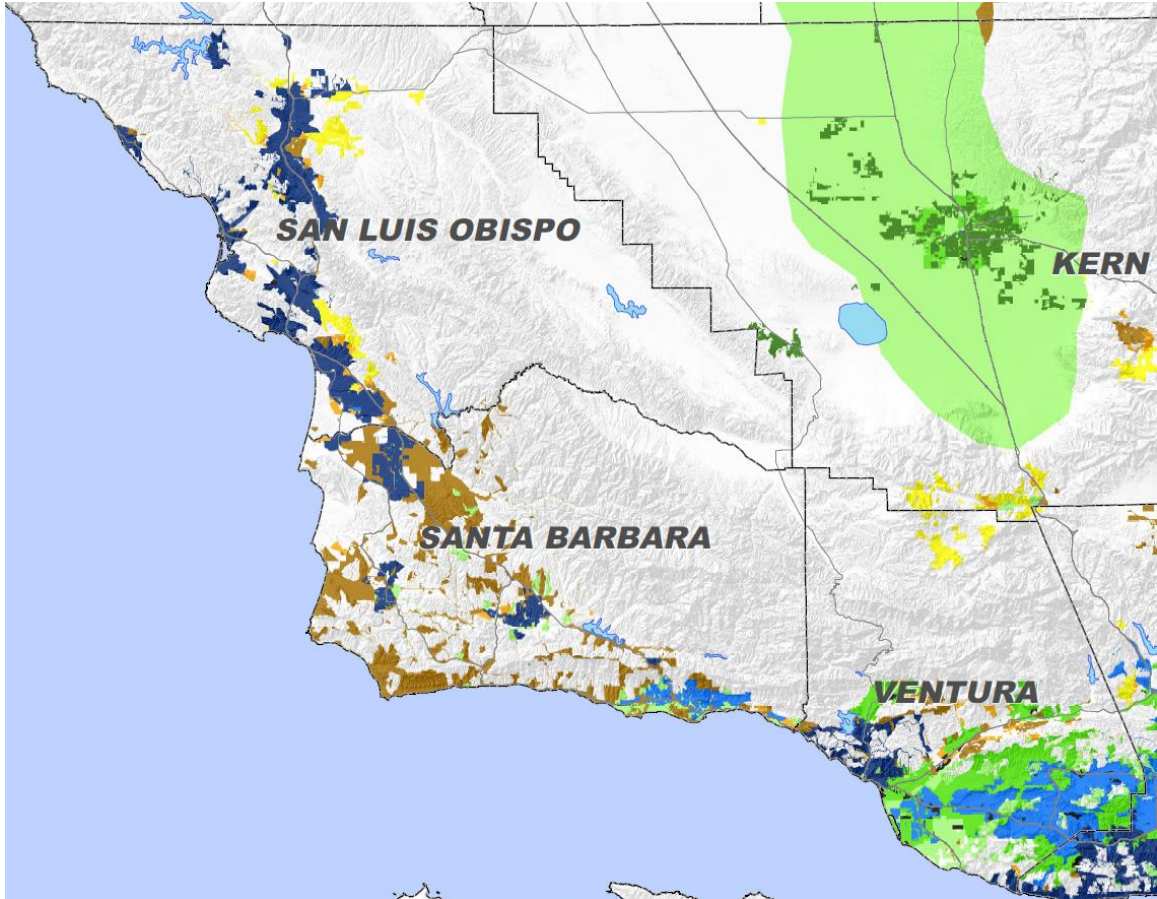
Maximum Advertised Downstream Speed

⬛	Greater than or equal to 1 gbps
🟦	Greater than or equal to 100 mbps and less than 1 gbps
🟦	Greater than or equal to 50 mbps and less than 100 mbps
🟩	Greater than or equal to 25 mbps and less than 50 mbps
🟢	Greater than or equal to 10 mbps and less than 25 mbps
🟩	Greater than or equal to 6 mbps and less than 10 mbps
🟫	Greater than or equal to 3 mbps and less than 6 mbps
🟧	Greater than or equal to 1.5 mbps and less than 3 mbps
🟨	Greater than or equal to 768 kbps and less than 1.5 mbps

Ventura County (Source: www.ventura.org)

Beautiful Ventura County is one of 58 counties in the State of California. Geographically, the county offers a stunning 42 miles of coastline and the Los Padres National Forest, which accounts for 46 percent of the county's landmass in the northern portion of the county. Fertile valleys in the southern half of the county make Ventura County a leading agricultural producer. Together, farming and the Los Padres National Forest occupy half of the county's 1.2 million acres.

A mild year-round climate, along with scenic geography makes the area attractive to the 850,000 culturally and ethnically diverse people who call Ventura County home. The unincorporated areas, along with the ten incorporated cities of Camarillo, Fillmore, Moorpark, Ojai, Oxnard, Port Hueneme, Santa Paula, Simi Valley, Thousand Oaks, and San Buenaventura (Ventura) ranks Ventura as the 11th most populous county in the State.

Ventura County has a strong economic base that includes major industries such as biotechnology, agriculture, advanced technologies, oil production, military testing and development, and tourism.

The United States military, which includes two naval bases and the Air National Guard base, is the largest employer in the county with more than 16,000 employees. The County of Ventura (government) is the next largest employer with nearly 8,000 employees located throughout the county. Port Hueneme is California's smallest but only deep water port between Los Angeles and San Francisco and plays a major role in the local economy.

Home to two universities (California State University Channel Islands and California Lutheran University), and three Community Colleges (Oxnard, Ventura, and Moorpark), multiple university extensions, institutes, and adult schools, the county enjoys a strong structure for workforce development.

The County of Ventura was formed January 1, 1873, when it separated from Santa Barbara County. It is a general law county, governed by a five-member Board of Supervisors, elected at-large for a staggered four-year term in their respective districts, and the chairmanship rotates annually. The Board of Supervisors is responsible for providing policy direction, approving the County budget, and representing the County in a number of areas including special districts. The Board actions can apply countywide or only in unincorporated areas.

Other County elected officials include the Auditor-Controller, Assessor, Clerk/Recorder, District Attorney, Treasurer-Tax Collector, and Sheriff. The County Executive Officer advises, assists, and acts as an agent for the Board of Supervisors in all matters under the Board's jurisdiction.

Under the guidance of the Board of Supervisors, the approved County annual budget of $1.8 billion serves to assist vulnerable adults and children, enforce the law, ensure justice, protect public health, and improve our quality of life. In alignment with key focus areas established in the County Strategic Plan, services are provided to residents by nearly 8,000 dedicated public servants working in 23 different agencies, departments, and special districts.

Santa Barbara County (Source: SB Chamber)

Santa Barbara County has a total area of 3,789.08 square miles, of which 2,737.01 square miles is land and 1,052.07 square miles (2,724.8 km2) is water.   Four of the Channel Islands – San Miguel Island, Santa Cruz Island, Santa Rosa Island and Santa Barbara Island – are in Santa Barbara County. They form the largest part of the Channel Islands National Park (which also includes Anacapa Island in Ventura County).

Santa Barbara County has a mountainous interior abutting several coastal plains on the west and south coasts of the county. The largest concentration of population is on the southern coastal plain, referred to as the "south coast" – meaning the part of the county south of the Santa Ynez Mountains. This region includes the cities of Santa Barbara, Goleta, and Carpinteria, as well as the unincorporated areas of Hope Ranch, Summerland, Mission Canyon, Montecito and Isla Vista. North of the mountains are the towns of Santa Ynez, Solvang, Buellton, Lompoc; the unincorporated towns of Los Olivos and Ballard; the unincorporated areas of Mission Hills and Vandenberg Village; and Vandenberg Air Force Base, where the Santa Ynez River flows out to the sea. North of the Santa Ynez Valley are the cities of Santa Maria and Guadalupe, and the unincorporated towns of Orcutt, Los Alamos, Casmalia, Garey, and Sisquoc. In the extreme northeastern portion of the county are the small cities of New Cuyama, Cuyama, and Ventucopa. As of January 1, 2006, Santa Maria has become the largest city in Santa Barbara County.

The principal mountain ranges of the county are the Santa Ynez Mountains in the south, and the San Rafael Mountains and Sierra Madre Mountains in the interior and northeast. Most of the mountainous area is within the Los Padres National Forest, and includes two wilderness areas: the San Rafael Wilderness and the Dick Smith Wilderness. The highest elevation in the county is 6820 feet (2079 m) at Big Pine Mountain in the San Rafaels.

North of the mountains is the arid and sparsely populated Cuyama Valley, portions of which are in San Luis Obispo and Ventura Counties. Oil production, ranching, and agriculture dominate the land use in the privately owned parts of the Cuyama Valley; the Los Padres National Forest is adjacent to the south, and regions to the north and northeast are owned by the Bureau of Land Management and the Nature Conservancy.

San Luis Obispo County (Source: Wikipedia)

San Luis Obispo County is a county located along the Pacific Ocean in the Central Coast of the U.S. state of California, between Los Angeles and the San Francisco Bay Area. As of the 2010 census its population was 269,637. The county seat is San Luis Obispo, with about 46,000 residents.

The county's distance from the large metro areas of San Francisco and Los Angeles has helped it to retain its rural character and reminders of old California abound. Commonly referred to as "the Central Coast," the area is more rural and agricultural than many other coastal regions in California. Father Junipero Serra founded the Mission San Luis Obispo de Tolosa in 1772 and the Mission is today an active part of downtown San Luis Obispo (popularly referred to as SLO). The small size of the county's communities, scattered along the beaches, coastal hills, and mountains of the Santa Lucia range, provides a wide variety of coastal and inland hill ecologies to support many kinds of fishing, agriculture, and tourist activities.

The mainstays of the economy are California Polytechnic State University with its almost 20,000 students, tourism, and agriculture. San Luis Obispo County is the third largest producer of wine in California, surpassed only by Sonoma and Napa Counties. Wine grapes are the second largest agricultural crop in the county (after strawberries), and the wine production they support creates a direct economic impact and a growing wine country vacation industry.

The town of San Simeon is located at the foot of the hill where newspaper publisher William Randolph Hearst built the famed Hearst Castle. Other coastal towns (listed from North to South) include Cambria, Cayucos, Morro Bay, and Los Osos. The city of Morro Bay and the village of Los Osos share the bay that has been made famous by Morro Rock. These cities and villages are located northwest of San Luis Obispo city, and Avila Beach and the Five Cities to the south: Arroyo Grande, Grover Beach, Oceano, Pismo Beach and Shell Beach. Nipomo, borders northern Santa Barbara County. Inland, the cities of Paso Robles, Templeton, and Atascadero lie along the Salinas River in the north county wine region.

Tri County List of Zip Codes (source: http://www.mongabay.com/)

Ventura County

91377 Agoura Hills
93064 Brandeis
93010 Camarillo
93011 Camarillo
93012 Camarillo
93001 Casitas Springs
91320 Dos Vientos Ranch
93099 Farmers Ins
93015 Fillmore
93016 Fillmore
91361 Hidden Valley
93001 La Conchita
91361 Lake Sherwood
93023 Meiners Oaks
93020 Moorpark
93021 Moorpark
93042 Naval Air Warfare Center
93041 Naval Base Ventura County
93042 Naval Base Ventura County
93043 Naval Base Ventura County
93044 Naval Base Ventura County
91319 Newbury Park
91320 Newbury Park
91377 Oak Park
93022 Oak View
93023 Ojai
93024 Ojai
93030 Oxnard
93031 Oxnard
93032 Oxnard
93033 Oxnard
93034 Oxnard
93035 Oxnard
93036 Oxnard
93040 Piru

93041 Point Mugu NAWC
93042 Point Mugu NAWC
93041 Port Hueneme
93042 Port Hueneme
93043 Port Hueneme
93044 Port Hueneme
93043 Port Hueneme CBC Base
93044 Port Hueneme CBC Base
93043 Port Hueneme Naval Construct
93043 Port Hueneme Naval Construct
93001 San Buenaventura
93003 San Buenaventura
93004 San Buenaventura
93060 Santa Paula
93061 Santa Paula
93012 Santa Rosa Valley
93012 Santa Rosa Valley
93063 Santa Susana
93004 Saticoy
93062 Simi Valley
93063 Simi Valley
93064 Simi Valley
93065 Simi Valley
93094 Simi Valley
93099 Simi Valley
93066 Somis
91319 Thousand Oaks
91320 Thousand Oaks
91358 Thousand Oaks
91359 Thousand Oaks
91360 Thousand Oaks
91361 Thousand Oaks
91362 Thousand Oaks
93001 Ventura
93002 Ventura
93003 Ventura
93004 Ventura
93005 Ventura
93006 Ventura

93007 Ventura
93009 Ventura
93009 Ventura County Gov
91359 Westlake Village
91361 Westlake Village
91362 Westlake Village

Santa Barbara County

93463 Ballard
93427 Buellton
93013 Carpinteria
93014 Carpinteria
93429 Casmalia
93254 Cuyama
93454 Garey
93117 Gaviota
93110 Goleta
93111 Goleta
93116 Goleta
93117 Goleta
93118 Goleta
93160 Goleta
93199 Goleta
93434 Guadalupe
93117 Isla Vista
93436 Lompoc
93437 Lompoc
93438 Lompoc
93440 Los Alamos
93441 Los Olivos
93108 Montecito
93150 Montecito
93254 New Cuyama
93455 Orcutt
93457 Orcutt
93101 Santa Barbara
93102 Santa Barbara
93103 Santa Barbara
93105 Santa Barbara
93106 Santa Barbara
93107 Santa Barbara
93108 Santa Barbara

93109 Santa Barbara
93110 Santa Barbara
93111 Santa Barbara
93116 Santa Barbara
93117 Santa Barbara
93118 Santa Barbara
93120 Santa Barbara
93121 Santa Barbara
93130 Santa Barbara
93140 Santa Barbara
93150 Santa Barbara
93160 Santa Barbara
93190 Santa Barbara
93199 Santa Barbara
93199 Santa Barbara P &
D Center
93454 Santa Maria
93455 Santa Maria
93456 Santa Maria
93457 Santa Maria
93458 Santa Maria
93460 Santa Ynez
93454 Sisquoc
93463 Solvang
93464 Solvang
93067 Summerland
93106 UCSB
93107 UCSB Student
Dorm Boxes
93106 University of Ca
Santa Barbara
93106 University of Cal
Santa Barbara
93437 VAFB
93437 Vandenberg AFB
93437 Vandenberg Air
Force Base

93436 Vandenberg
Village
93437 Vandenberg AFB

San Luis Obispo County

93446 Adelaide
93420 Arroyo Grande
93421 Arroyo Grande
93422 Atascadero
93423 Atascadero
93424 Avila Beach
93402 Baywood Park
93407 Cal Poly SLO
93410 Cal Poly SLO
93410 Cal Poly Student
Dorms
93407 Cal Poly
University
93409 California Mens
Colony SLO
93453 California Valley
93428 Cambria
93451 Camp Roberts
93430 Cayucos
93461 Cholame
93432 Creston
93433 Grover Beach
93483 Grover Beach
93420 Halcyon
93421 Halcyon
93435 Harmony
93446 Heritage Ranch
93446 Heritage Ranch
93446 Lake Nacimiento
93402 Los Osos
93412 Los Osos

93442 Morro Bay
93443 Morro Bay
93446 Nacimiento Lake
93444 Nipomo
93445 Oceano
93475 Oceano
93451 Parkfield
93446 Paso Robles
93447 Paso Robles
93420 Pismo Beach
93433 Pismo Beach
93448 Pismo Beach
93449 Pismo Beach
93453 Pozo
93452 Ragged Point
93401 San Luis Obispo
93402 San Luis Obispo
93403 San Luis Obispo
93405 San Luis Obispo
93406 San Luis Obispo
93407 San Luis Obispo
93408 San Luis Obispo
93409 San Luis Obispo
93410 San Luis Obispo
93412 San Luis Obispo
93451 San Miguel
93452 San Simeon
93453 Santa Margarita
93453 Santa Margarita
93461 Shandon
93448 Shell Beach
93449 Shell Beach
93408 SLO County Govt
Center
93465 Templeton

(source: http://www.mongabay.com/)

Appendix E – Affidavit Form

Fiscal Agent Documentation
AFFIDAVIT FORM

Name of Regional Consortium (Consortium): Broadband Consortium, Pacific Coast.

My name is <u>Bruce Stenslie</u>. I am <u>President/Chief Executive Officer</u> of <u>the Economic Development Collaborative-Ventura County</u>, which is the Fiscal Agent for <u>Broadband Consortium, Pacific Coast</u>.

Pursuant to Rule 1.11 of the California Public Utilities Commission's Rules of Practice and Procedure, I am an officer, agent, or employee of <u>Economic Development Collaborative-Ventura County</u>.

I swear or affirm that I have personal knowledge of the facts stated in this Application for Consortium Grant Account funding under the provisions of the California Advanced Services Fund, I am competent to testify to them, and I have the authority to make this Application on behalf of and to bind the Consortium.

I further swear or affirm that <u>Broadband Consortium, Pacific Coast</u> agrees to comply with all federal and state statutes, rules, and regulations covering broadband services and state contractual rules and regulations, if granted Consortium Grant Account funding from the California Advanced Services Fund.

I further swear or affirm that no member, officer, director, or partner of <u>Economic Development Collaborative-Ventura County</u> has: 1) filed for bankruptcy; 2) was sanctioned by the Federal Communications Commission or any state regulatory agency for failure to comply with any regulatory statute, rule, or order; nor 3) has been found either civilly or criminally liable by a court of appropriate jurisdiction for violation of Section 1700 et. seq. of the California Business and Professions Code, or for any action which involved misrepresentation to consumers, nor is currently under investigation for similar violations.

I swear or affirm, under penalty of perjury, and under Rule 1.1 of the California Public Utilities Commission's Rules of Practice and Procedure, that, to the best of my knowledge, all of the statements and representations made in this Application are true and correct.

_____

Bruce Stenslie
EDC-VC President/CEO

SUBSCRIBED AND SWORN to before me on the <u>16th</u> day of <u>January 2014</u>.

Notary Public In and For the State of California

My Commission expires: _____

Appendix F - CASF Consortia Application Checklist
(Required for application)

To assist the Commission in verifying the completeness of your application, mark the box to the left of each item submitted with your application. Any unchecked items will automatically result in the disqualification of your proposal.

X	**1.**	**Economic Development Collaborative, Ventura County (EDC-VC)**
X	**2.**	**Key Contact Information[6]**
	X	Bruce
	X	Stenslie
	X	1601 Carmen Drive
	X	#215
	X	Camarillo
	X	CA
	X	93010
	X	bruce.stenslie@edc-vc.com
	X	805-384-1800
	3.	**Name of Fiscal Agent**
	X	Letter from a public institution, e.g. city, county, academic institution, tribal government, etc., stating its willingness to act as a Fiscal Agent for the community including an understanding of the rights, duties, and responsibilities of the Fiscal Agent
	X	**Economic Development Collaborative, Ventura County (EDC-VC)**
	X	1601 Carmen Drive
	X	#215
	X	Camarillo
	X	CA
	X	93010
	X	bruce.stenslie@edc-vc.com
	X	805-384-1800
	X	Contact Person
	X	Bruce
	X	Stenslie
	X	1601 Carmen Drive

---

[6] For applications involving sub-regional consortia, include key contact information for each sub-regional consortium.

X	#215
X	Camarillo
X	CA
X	93010
X	bruce.stenslie@edc-vc.com
X	805-384-1800

X	**4. Consortium Members[7] (to be provided for each consortium member)**
X	Santa Barbara County Economic Vitality Team (EVT)
X	104 W. Anapamu St.
X	Suite A
X	Santa Barbara
X	CA
X	93101
X	Contact Person
X	Ken
X	Oplinger
X	104 W. Anapamu St.
X	Suite A
X	Santa Barbara
X	CA
X	93101
X	ken@sbchamber.org
X	Economic Vitality Corporation of San Luis Obispo County (EVC)
X	735 Tank Farm Road
X	Suite 264
X	San Luis Obispo
X	CA
X	93401
X	Contact Person
X	Michael
X	Manchak
X	735 Tank Farm Road
X	Suite 264
X	San Luis Obispo
X	CA
X	93401

---

[7] For applications involving sub-regional consortia, include consortium members for each sub-regional consortium.

X	mmanchak@sloevc.org
X	(805) 788-2013

X	**5. Governing Board Structure**
X	**6. Description of Geographical Region, e.g. maps, Census Block Groups, and ZIP codes**
X	**7. Proposed Broadband Project Description**
X	**8. Endorsements from regional government entities, e.g. county boards of supervisors, etc., which demonstrate substantial support for consortium by letters and/or resolutions**
X	**9. Endorsements from public, non-profit, and/or for-profit organizations, e.g. community-based organizations, associations, schools, health care organizations, libraries, businesses, consumers, etc., which demonstrate substantial support for consortium by letters and/or resolutions**
X	**10. Action Plan[8]**
X	**11. Work Plan[9]**

X	Work Plan Year 1
X	Work Plan Year 2
X	Work Plan Year 3

X	**12. Proposed Budget[10]**

X	Expected cost breakdown based on Work Plan with explanation of source of matching funds
X	Budget Year 1
X	Budget Year 2
X	Budget Year 3

X	**13. Notarized Affidavit [Attachment to be signed by Fiscal Agent)**

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[8] For applications involving sub-regional consortia, include Action Plan for each sub-regional consortium.

[9] For applications involving sub-regional consortia, include Work Plan for each sub-regional consortium.

[10] For applications involving sub-regional consortia, include yearly budget for each sub-regional consortium.

Appendix G - Funding Requests

EDC Economic Development
COLLABORATIVE
VENTURA COUNTY

EVC ECONOMIC VITALITY CORP.

June 6, 2013

Michael R. Peevey, President
California Public Utilities Commission
505 Van Ness Avenue
San Francisco, CA 94102

Re: Petition for PUC to Release Funding for Additional Regional Broadband Consortia Grants

Dear President Peevey,

We are writing on behalf of an emerging consortium of central coast (Ventura, Santa Barbara, San Luis Obispo) economic development leaders, county and city information technology professionals, and local businesses whose competitiveness is dependent upon an effective broadband infrastructure.

In reviewing the PUC's information on the California Advanced Services Fund, we recognize that our three county central coast area is one of only a few pocket areas of the state not funded to promote broadband deployment, access and adoption in California.

We stand ready to remedy that gap, and are moving on the process of developing a regional consortium. Among our priorities are establishing a database of existing broadband resources, identifying gaps in infrastructure and last mile connectivity, and the development of regional priorities and solutions for closing the gaps.

While we are late to participate in the consortium opportunities, we can assure you that there is no greater economic development issue than broadband development and deployment for our regional economic prosperity.

Economic competitiveness in our region may only be secured by supporting and accelerating the growth of our high tech, research and development and communication sectors, all of which are increasingly dependent on connectivity to the global economy. We benefit from high-tech job generators through UC Santa Barbara, Cal Poly San Luis Obispo, Ventura County's 101 tech corridor and our proximity to Los Angeles, though are disadvantaged for mid-price job and career growth owing to our high cost of housing and living. What sustains our region are innovators in the technology sector, creating high wage jobs. These firms are particularly dependent upon a robust broadband infrastructure.

As the Presidents of our region's two leading economic development corporations—both driven by public/private partnership—we are petitioning the PUC to make available another round of consortium funding, proving us the opportunity to compete and to join the broader effort of assuring California's economic competitiveness long into the future.

Sincerely,

Bruce Stenslie, President/CEO
Economic Development Collaborative
  Ventura County
805-384-1800 x24, bruce.stenslie@edc-vc.com
www.edc-vc.com

Michael Manchak, President/CEO
Economic Vitality Corporation
  of San Luis Obispo County
805-788-2013, mmanchak@sloevc.org
www.sloevc.org

BOARD OF SUPERVISORS
COUNTY OF VENTURA
GOVERNMENT CENTER, HALL OF ADMINISTRATION
600 SOUTH VICTORIA AVENUE, VENTURA, CALIFORNIA 93009

July 23, 2013

Michael R. Peavey, President and Members
California Public Utilities Commission
505 Van Ness Avenue
San Francisco, CA 94102

Re: Request for Additional Funding Round of Broadband Consortia Grants

Dear President Peavey and Commissioners,

The CPUC's Broadband Consortia Grants through the California Advanced Services Fund have enabled regions across California to plan for and implement the development and expansion of broadband technology in a planned and coordinated fashion within their regions. The Central Coast region of Ventura, Santa Barbara, and San Luis Obispo Counties is now ready to put your successful program to work in our region.

In order to proceed with our regional broadband consortium, our Board of Supervisors joins with business, government, healthcare, and educational leaders throughout our region to respectfully encourage the CPUC to open another round of grants in the California Advanced Services Fund, Broadband Consortia grants.

The Central Coast region is home to over 1-million residents, thousands of businesses large and small, several leading universities, and multiple military bases, all of which need broadband technology. In fact, business leaders in our region have identified broadband technology as one of the key business needs affecting economic development prospects in our region.

The availability of a CPUC Broadband Consortia grant will enable us to address broadband development in a coordinated and efficient regional manner. Such a regional approach will maximize broadband development, minimize utility and customer expense, and best support our region's contribution to the expansion of the California economy. We look forward to partnering with the CPUC in this vital endeavor.

Cordially,

Peter C. Foy
Chair, Board of Supervisors
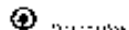
Channel Islands

CALIFORNIA STATE UNIVERSITY

OFFICE OF THE PRESIDENT

4 October 2013

The Honorable Michael Peevey
President
California Public Utilities Commission
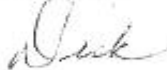505 Van Ness Avenue
San Francisco, CA 94102

Dear Mike:

I am writing at this time to encourage the Public Utilities Commission to open another round of grant funding for regional broadband consortia. The central coast region of which Ventura County is clearly a part would profit immensely from expansion of broadband in the Ventura-Santa Barbara-San Luis Obispo County region. I am aware that there is broad support throughout the region for more sophisticated broadband access. Moreover, such an extension would enable California State University Channel Islands to connect the campus with area businesses, government institutions, and other partners more effectively and more efficiently. Moreover, the regional expansion of broadband will enable the University to serve the community, students, and regional employers better through the exchange of data and technology, thereby contributing to more robust economic development for all.

Ventura County government and business organizations are poised to move forward with a regional consortium and to identify and implement those measures that will best achieve the advancement and expansion of regional broadband technology. Timing is everything, so the partnership that has been forged in this region is prepared to take full advantage of expanded broadband. I hope that you will agree that it is time for the Public Utilities Commission to open another round of grant funding. If I may provide further information, please let me know.

Thank you for considering this request. I hope to see you again in the near future.

With best wishes,

Sincerely yours,

Richard R. Rush
President

One University Drive • Camarillo, CA 93012-8599 • Tel: (805) 437-8410 • Fax: (805) 437-8414 • www.csuci.edu

A campus of The California State University • Bakersfield • Channel Islands • Chico • Dominguez Hills • East Bay • Fresno • Fullerton • Humboldt • Long Beach • Los Angeles • Maritime Academy • Monterey Bay • Northridge • Pomona • Sacramento • San Bernardino • San Diego • San Francisco • San Jose • San Luis Obispo • San Marcos • Sonoma • Stanislaus

Appendix H – Letters of Support

A list of the letters of support collected to date for this proposal follows. Additional letters have been forwarded directly to California Public Utilities as well. Letters of support will continue to be collected

- Assembly Member Williams
- Batterson Graphics
- Buellton Visitors Bureau and Chamber of Commerce
- California Lutheran University
- California State University, Channel Islands (CSUCI)
- Cambria Chamber of Commerce
- Cannon
- Central Coast Olive Growers (CCOG)
- City of Goleta
- City of Lompoc
- City of Moorpark
- City of Ojai
- City of Simi Valley
- City of Ventura
- Community Action of San Luis Obispo County
- Community Action of Ventura County
- Congresswoman Brownley
- County of San Luis Obispo
- County of Santa Barbara – First District
- County of Santa Barbara – Third District
- County of Ventura
- County of Ventura Agenda Item
- County of Ventura Sheriff
- Digital Foundation
- Digital West
- Economic Development Collaborative – Ventura County
- Economic Development Corporation of Oxnard (EDC)
- Economic Vitality Corporation of San Luis Obispo County (EVC)
- FormFonts Incorporated
- Goleta Union School District
- Green Broom Brigade Cooperative
- Halley Consulting Group
- Innovative Concepts
- Interface 211
- IOA Insurance Services
- John A. Rodenhi, CPA
- Julie Kennedy (President, Los Olivos School Board Trustees)
- KCBX Public Radio
- Kim R. Theis, Enrolled Agent
- LANSPEED
- Lompoc Economic Development Committee
- Lompoc Hospital Foundation
- Lompoc Public Library System
- Lompoc Unified School District
- Lompoc Valley Chamber of Commerce
- Lompoc Valley Medical Center
- Magical Moments Inc. / Primerica Financial Services
- Microwave Monolithics
- Naval Postgraduate School
- Relevé Unlimited
- San Luis Obispo County Community Foundation
- San Luis Obispo County Farm Bureau
- San Luis Obispo Workforce Investment Board, (SLOWIB)
- Santa Barbara Chamber of Commerce
- Santa Barbara City College
- Sarloos and Sons (SSCO)
- SGB-NIA

- Softec – Central Coast Software & Technology Association
- Sonic Sensors (Rosen)
- Specialty Construction
- State Senator Pavley
- Templeton Chamber of Commerce
- Terry Hammons
- Transitions - Mental Health Association
- University of California, Santa Barbara
- Ventura Chamber of Commerce
- Ventura County Community College District
- Ventura County Lodging Association
- Ventura County Office of Education
- Ventura Ventures Technology Center
- Visit San Luis Obispo County

BCPC

"Refer to accompanying PDF file for letters of support."

17 January 2014